

"Operationalizing Intelligence Across the Global Enterprise" LTG Michael T. Flynn

Global Megatrends - The Imperative for

A complex and uncertain future for a world transforming at an unpfecedented rate...

By 2020, the number of internet users will double to more than 4 billion

(The fastest rate of growth in the developing world)

Resources

Population 4 4 1

By 2025, the combined **GDP** of China & India will be bigger than that of Canada, France,

Germany, Italy, Japan, UK,

and the US

put together

Between 2010 and 2030, world's population will grow by than a billion people Technolo (Almost all of that in the developing

> By 2035, global energy consumption will rise by 50 percent, with developing countries making up

84 percent of the demand

Economic

Global Megatrends - Crisis is the New Normal

A closer look at population and information technology



By 2020, more than 500 cities

with orietimilion ord, water, and energy

more people and social unrest

Overpopulation weakens local governance, security, and employment opportunity

Indod

Unstable governments struggle to provide for their people and empower transnational groups

UNCLASSIFIED

The unpredictable shifting

By 2020, more than half the world's population

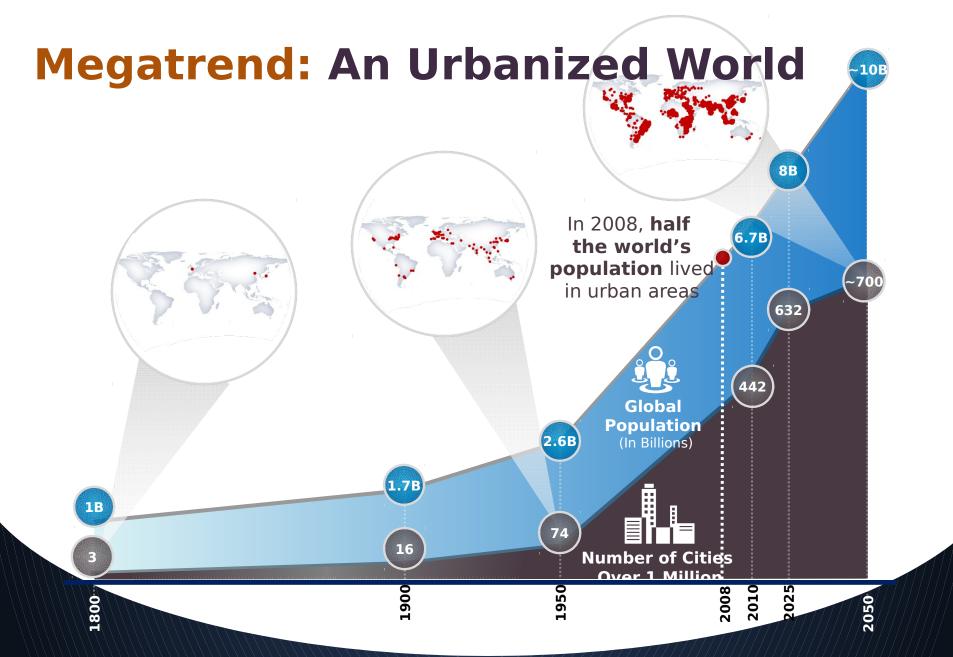
connected to the integives enemies a platform and network without accountability

Wildcard and networked threats exert strategic influence despite limited resources

Development of disruptive technology outpaces

our policies and ability to protect against attack

Data correlation, recall, and storage become



Information Technologies & the Internet

Rapid advances in communications, transportation, and information set the stage

Storage, Interface Storage 6 **Interface Storage** 90s -

90s

70s-

80s

90s 80s - 00s Storage, Interface, Analysis, Ingligation

> 00s -Present

Cloud, Information / Network Convergence

Virtual

What Happens in an Internet Minute?



Global Megatrends - So What









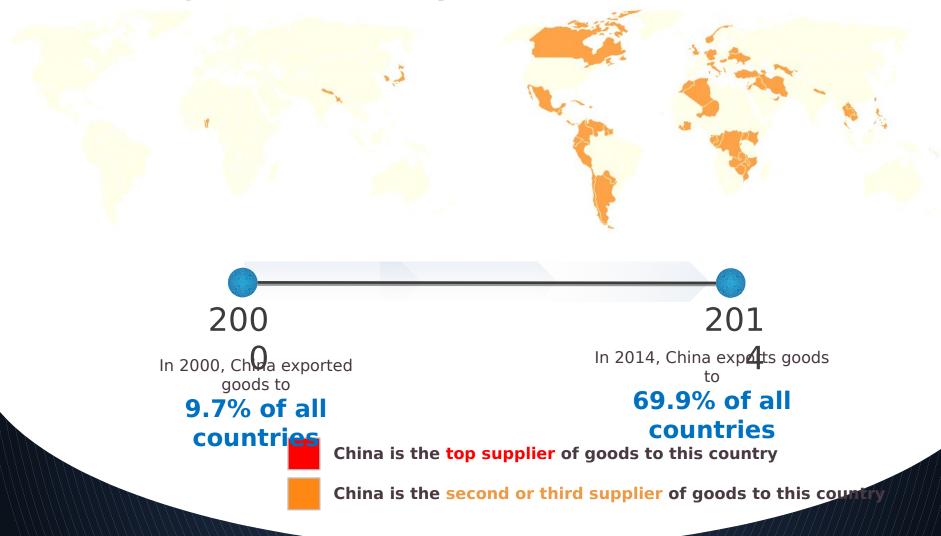




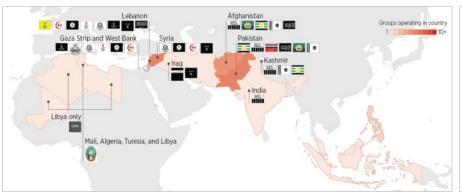
We must adapt to a complex spectrum of instability and

- Acknowledge the Unfortal He nature of the operating environment
- Prioritize building a new type of intelligence workforce
- Develop tools to understand a data-rich environment
- Build agility and flexibility to rapidly shift resources
- Expand the warning function to the edge
- Understand impacts of social media on the intelligence collection system
- Partner for advantage with non-traditional partners

China's global supply increase



Islamic Terrorist Groups





2004 Total Countries/Territories with Islamic Terrorist Groups Present

21 Total Islamic Terrorist Groups

2014 Total Countries/Territories with Islamic Terrorist Groups Present

41 Total Islamic Terrorist Groups

These maps depict the number and primary areas of operation of Islamic terrorist groups in 2004 and 2014, as designated by U.S. State Department's Foreign Terrorist Organizations (FTO) list. These maps only depict the geographic regions from Africa to South Asia, and do not include North or South America.

Security through Partnerships

Support

- Improve feedback loop
- Support LEA by providing operational
- opportunities
 Matrixed Ops/Intel centers work best Enforcemen



• Partner with allies **Pa** joint, intel-driven ops

 Increase foreign rotations and training

tunities
Capitalize on IN JUPO

developments

• Gain efficiencies thru partnered logistics

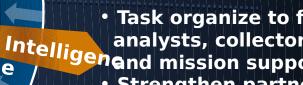


Highly Agile **Operational** Intelligence Interdependent **Networks** Partner Nation, Service &

rader

- Appropriate laws, policies, funding, and authorities
- National-level security pri6rimegunicate military
- Multitatiesal
- partitions his bointel

Warfiethifemen



Strengthen partn



- Build Multi-INT assessments
- Understand the environment
- Collaborate outside

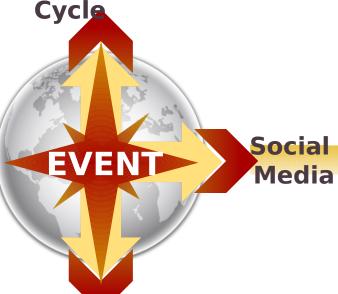
- Prôvide global coverage
- Prioritize the right assets
- against the greatest threats



Decision Making in the 21st Century

(Battle Rhythm in The Information Age)

Traditional News



Intelligence Cycle



Blogs Social I-Report**er**witter

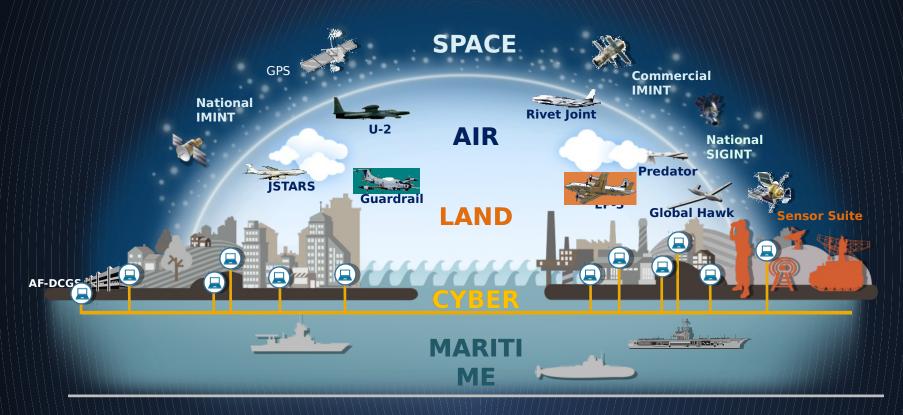
Immediate Mense data Infilter Unconfirme Sensational





The disconnect between e the speed of infingtion and the intelligence cycle

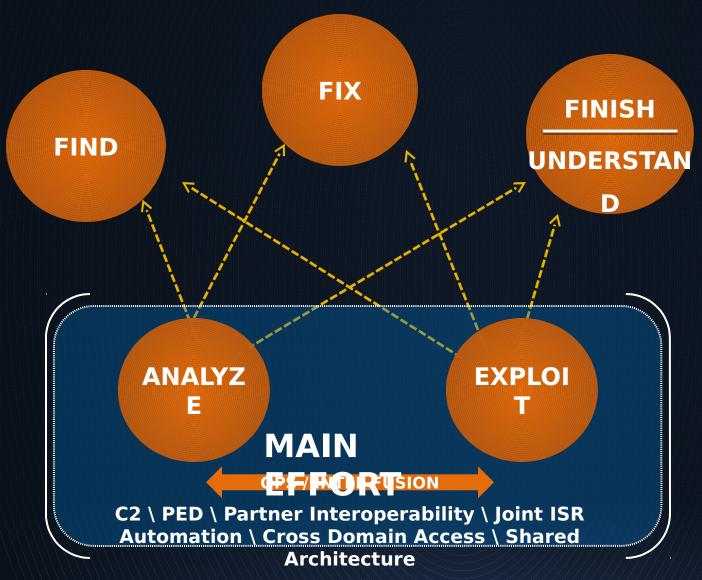
ISR Today: What It Looks Like



OUR CHALLENGE: Processing, exploiting, and sharing

integrated ISR bulk data in an international coalition environment

ISR Today: How It Works



Principles

- Speed
- Trust

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Transparenc

y

- New
- **Partners**
- CentralizeSA

ullet

Decentralize

How We Will Get There - A New Model for Intelligence



The Way Forward

What I've Learned: What We Need

With no doctrine / no guidance...

- (1) Constantly task organize to achieve your purpose
- (2) Develop a culture of inclusion and transparency
- (3) Must have a widely understood strategy
- (4) Build / sustain a disciplined battle rhythm
- (5) Centralize situational awareness / decentralize decision making
- (6) Trust in team
- (7) Constant leader involvement

Maintain an offensive mindset...Change must be driven, not just shared...seek opportunities, have the intellect to see it and the courage to take it"

Questions



Global Threats and Challenges to 2025



"A broad set of enduring, highly asymmetric, unconventional, novel and indirect challenges..."



Overlapping "Playbooks"

Russia vs. Ukraine Russia Proxies, SOF, Influence VS. Ops Exploiting Identity Ukrain Cleavages Force Demonstrations /"Sabre Rattling" Slamic Exploiting NATO Divisions Islamic- Extremism Extremis m & Multiple Forces, Militias lo latilit Proxies. Advisors Selective CW Use Mixed Conventional vs. Irregular Forces Improvised Weapons Complex International Brazil **Global Conditions** Weak/Poor Governance Global Integration (Economic & Informational) Predominance of US (incl.) Argentina Allies) in Global Military Reach Evolving Legal Structures Costs & Risks of War

Common Adversary Themes Stay Under Threshold for U.S. Military Action

- Achieve Results without Decisive military Engagement
- Indirect Strategies across full ROMO
- States Maintain Large Armed Forces
- Psychological/Influence Warfare
- Play the International Environment
- Pursue Permanent Warfare

ve State Korea - Disruptive Aggres State sive

 Periodic Provocations incl lethal attacks

Korea

Disrupti

- Outmoded but Large & Deadly Conventional Force
- •SOF. Missiles for Deterrence & Revenue
- WMD for Deterrence
- Complex International Role

Iran - Disruptive State

Disrupt

ive

- System of Proxies
- Guardian of Shia
- Swarm tactics
- Ballistic Missiles/GLCMs for strategic influence
- Conventional, Unconventional, & Irregular forces & strategy
- Incremental and Intimidating Assertion of Territorial Claims

China vs. Neighbors

China

- Force Bilateral Situations
- •Use Non-Military Assets with Military in Overwatch
- Control ROE to Minimize Risk of Escalation

Non Linear Dynamic Use of the Elements of Power and Activities Overlap to **Achieve Political Objectives**